

SUMMARY
of the
CIA CAREER SERVICE PROGRAM

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Security Information

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1. The CIA Career Service Program is controlled by a CIA Career Service Board which consists of the Deputy Director (Administration), the Deputy Director (Plans), the Deputy Director (Intelligence), the Assistant Director (Personnel), the Director of Training and, on a rotating basis, two Assistant Directors. The two rotating members of the Board will each serve for six months, there being at all times one from the overt office group and one from the covert office group. Their tours of duty are staggered so that there is continuity. The CIA Career Service Board meets once a month. If any member is unable to be present he may be represented by his Deputy. Four members constitute a quorum. The Chairman of the Board will be one of the Deputy Directors, each of whom will serve successively for a term of four months. The Career Development Staff of the Personnel Office serves as Secretariat of the Board and the Chief, Career Development Staff, acts as the Board's Executive Secretary. (See Tab B).

2. The CIA Career Service Board is responsible for advice to the DCI on making CIA a better place in which to work. It develops policy governing the Career Service Program and advises concerning all policy matters affecting Agency personnel. This is a continuous process in order that the Program may be immediately responsive to the needs of the Agency and in order that the Agency's personnel policy may remain sufficiently flexible to meet all contingencies. The Board serves to guide the Agency in its development of long-range plans for the best utilization of the Agency's human resources. It is concerned primarily with policy, not with day-to-day decisions or details. (See Tab B).

3. The Office/Career Service Boards are located in each of the major Offices and units of CIA and are responsible to their respective Assistant Directors or Office Heads for the operation of the Career Service Program in accordance with policy established by the CIA Career Service Board. They are also responsible for collaboration with other Office/Boards on inter-Office Career Service problems. It is at this level and through the functioning of these Office/Boards that the rotation, training, advancement and assignment plan recommended for the individual by his supervisor is reviewed for the approval of the Assistant Director or Office Head. These Boards are concerned primarily with the implementation of policy and with the review of detailed recommendations concerned with the careers of individuals. (See Tab B).

4. Annually, or as often as required, each person is evaluated by his supervisor and the evaluation is reviewed by a reviewing official. This evaluation together with a proposed development program forms the basis for a detailed discussion between the supervisor and the person being evaluated. The proposed development program is reviewed by the Office/Career Service Board and when approved by the Assistant Director or Office Head becomes the plan for the individual's career for the next year or two. (See Tab C).

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5. Special emphasis is placed on the identification, training and development of individuals who demonstrate potential for assignment to positions requiring executive ability. Individual talent for planning, organizing and directing the work of others is one of the Agency's prize assets provided it is carefully developed and guided effectively toward the accomplishment of some specific aspect of the Agency's mission. Such potential is of interest to the Agency as a whole since it is seldom tied to technical proficiency in any one field and, therefore, not limited to use in any particular area of activity. (See Tab D).

6. All new junior personnel recruited and selected to fill professional positions (e.g., all new personnel up to and including GS-11 to fill slots designated as professional positions) will be screened by the Professional Selection Panel (in a manner similar to that employed by the Board of Examiners of the Foreign Service) with respect to over-all suitability to work in CIA on a career basis. Exception to this procedure may be made in each case by the appropriate Deputy Director. (See Tab E).

7. All new personnel recruited and selected to fill professional positions including all new "lateral-entry" personnel, GS-12 and above, will enter the CIA Intelligence School at the first session commencing after their EOD. Exception to this procedure may be made in each case by the appropriate Deputy Director. (See Tab E).

8. One of the most effective methods of training CIA personnel, developing their latent talents and preparing those persons with high potential for more responsible positions is by means of rotation through one or more positions that can provide broadening experience. Executive skills can often be developed through experience in a variety of areas of responsibility. (See Tab F).

9. The favorable work climate that is one of the goals of the Career Service Program would be enhanced by certain benefits not now available to CIA personnel. Many of these can be achieved only through legislation. The CIA Career Service Board will give continuous attention to this problem. (See Tab G).

10. Much of the work that is accomplished in CIA must, for security reasons, be done anonymously. An important incentive that is common to most human endeavors, the acclaim and approbation of one's fellow man, is therefore not generally available to CIA. The establishment of an Internal CIA Honor Awards Program will in part fulfill this need. (See Tab H).